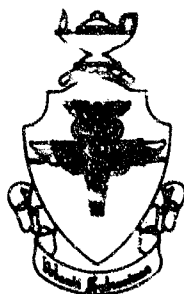


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## A SECOND STUDY OF FACTORS IN JOB SATISFACTION

LEONARD J. KIRSCHNER, Lieutenant Colonel, USAF, MC  
RICHIE S. DRYDEN, Major, USAF, MC  
BRYCE O. HARTMAN, Ph. D.

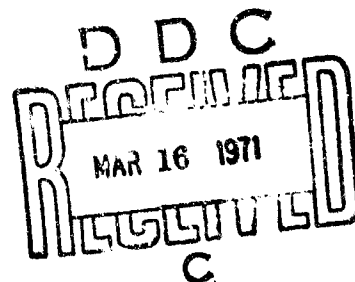


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## **A SECOND STUDY OF FACTORS IN JOB SATISFACTION**

**LEONARD J. KIRSCHNER, Lieutenant Colonel, USAF, MC**

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## FOREWORD

This report was prepared in the Neuropsychiatry Branch under task No. 775504. The study was conducted jointly by the Office of the Command Surgeon, Military Airlift Command, and the USAF School of Aerospace Medicine. Dr. Kirschner, representing MAC, directed the study team. The work was accomplished during the period from September 1969 through April 1970. The paper was submitted for publication on 4 August 1970.

This report has been reviewed and is approved.

  
JOSEPH M. QUASHNOCK  
Colonel, USAF, MC  
Commander

# **ABSTRACT**

A survey of morale and job satisfaction in aircraft maintenance personnel of the Aerospace Rescue and Recovery Service (ARRS) was conducted as part of a world-wide, on-site investigation of accident trends. Analysis of survey forms returned by 459 maintenance personnel yielded the following findings: (a) the major area of concern is promotions; (b) ARRS maintenance personnel express a high degree of satisfaction with their job supervision; (c) overall levels of job satisfaction are higher than in previously studied maintenance units.

## A SECOND STUDY OF FACTORS IN JOB SATISFACTION

### I. INTRODUCTION

As part of an extensive review of flying safety in the Aerospace Rescue and Recovery Service (ARRS), the Commander, Military Airlift Command, directed the formation of a multidisciplinary team to conduct a worldwide survey of ARRS operations. The team medical representative was assigned responsibility for the area of morale. The USAF School of Aerospace Medicine provided support by conducting a survey to identify factors influencing morale. Previous studies (1, 2) have presented factors found to influence morale and job satisfaction in maintenance personnel.

The survey questionnaire used in prior studies (1) was developed for use in maintenance units supporting airlift operations. The time available for preparation precluded development of a questionnaire specifically oriented to *rescue* operation and mission as opposed to *airlift* operation and mission (3).

Because of the data available on Military Airlift Command (MAC) maintenance personnel and the similarities between rescue and airlift personnel (e.g., same USAF policies, same major command policies, and worldwide distribution), the decision was made to use the survey questionnaire previously developed as the best available tool to explore morale in ARRS maintenance personnel.

### II. METHOD

Copies of the Maintenance Management Survey questionnaire (SAM Hq Form 0-115, shown in the appendix) were distributed to maintenance personnel of ARRS units, both helicopter and fixed-wing. These units were

assigned worldwide including SEA, Pacific Theatre, CONUS, and Europe. Maintenance personnel present for duty within a specified time period were instructed to complete the form individually and return it directly to SAM in preaddressed, franked envelopes provided to them.

The number of responses to each part of each question were machine punched for data reduction. Responses to some questions were subsequently grouped to give three classes of response: negative/unfavorable, neutral, and positive/favorable. For reporting, all distributions have been expressed as percentages.

### III. RESULTS

Approximately 1,000 questionnaires were distributed. The form was adequately completed and returned within the allotted time by 459 maintenance personnel representing 51 ARRS units.

#### Job-specific factors

Six of the 44 questionnaire items were directed to job-specific factors (questions 22, 23, 24, 35, 36, and 37). The responses are shown in tables I and II.

Question 18 asked the respondent to estimate the average number of hours per week that he was expected to be present for duty. Table III shows the respondents' estimates of their average duty hours per week.

#### Job-feeling factors

Four of the 44 questionnaire items were directed to job-feeling factors (questions 32,

TABLE I  
*Job-specific factors*

Question	F	N	U
	(per nt)		
22. Knowledge of the system	53	18	29
23. Graduated from tech. school	45	35	20
24. Attend MTD course	11	47	41

F = Positive favorable.

N = Neutral.

U = Negative unfavorable.

TABLE II  
*Job-specific factors*

Question	Yes	No
	(percent)	
35. On OJT	26	74
36. Cross-trained previously	23	77
37. Being cross-trained	5	95

TABLE III  
*Hours per week required to be physically present for duty (question 18)*

Hours/week	Percent working stated hours/week
23	0
28	0.4
33	0.4
38	27.0
43	30.0
48	14.0
53	8.0
58	10.0
63	6.0
68	1.0
71 or more	3.0

38, 39, and 42). The responses are shown in table IV.

#### Off-the-job factors

Thirteen of the 44 questionnaire items were directed to off-the-job factors (questions 11 through 17, 25, 26, 28, 29, 31, and 33). The responses are shown in tables V and VI.

#### Effect of job on self and family

Three of the 44 questionnaire items were directed to the airman's assessment of the effect of his job on himself and his family and his intent to reenlist (questions 34, 40, and 41). The responses are shown in table VII.

#### Changes to improve morale

The maintenance personnel were requested to indicate which two of eighteen choices (question 43) would have the greatest effect in improving morale. Of the 459 questionnaires tallied, 152 contained more than 2 responses to item 43 and could not be included. The responses of the correctly answered 307 questionnaires are shown in table VIII.

#### Job-satisfaction rating scale

The final item on the questionnaire was a job-satisfaction rating scale on which the maintenance personnel could indicate, in fifteen gradations, their overall feelings about their present duty assignment. The responses are grouped into five broader categories in table IX.

An alternate grouping of the responses into three broad categories is shown in table X to facilitate comparison with the previous study (1) utilizing this questionnaire.

## IV. DISCUSSION

#### Job-specific factors

Of the job-specific factors listed in tables I, II, and III, previous studies (1, 2) have shown only knowledge of the system (item 22) and technical school attendance (item 23) to be

**TABLE IV**  
*Job-feeling factors*

Question	F	N	U	N/A
32. Working conditions on TDY	15	37	8	36
38. Quality of supervision	71	4	25	—
39. Quality of OJT	7	30	2	68
42. Opinion of APRs	33	33	34	—

F = Positive/favorable.

N = Neutral.

U = Negative/unfavorable.

N/A = Not applicable.

**TABLE V**  
*Off-the-job factors*

Question	F	N	U	N/A
11. Quarters	16	70	14	—
12. Mess hall	3	60	5	35
13. Food	8	48	11	36
14. Time for meals	69	9	12	11
15. Transportation	2	28	44	26
16. Cost of living	12	34	54	—
28. Off-duty education	40	20	40	—
31. Living conditions on TDY	12	41	11	36
33. Cost of TDY	8	36	21	36

F = Positive/favorable.

N = Neutral.

U = Negative/unfavorable.

N/A = Not applicable.

**TABLE VI**  
*Off-the-job factors*

Question	Yes (percent)	
	Yes	No
17. Adequate sleep	75	25
25. Adequate pay	39	61
26. Additional jobs	85	15
29. Work interferes with education	40	60

significantly associated with job satisfaction. While 71% of the ARRS maintenance personnel indicate neutral or favorable knowledge of their assigned system, 29% definitely indicate a need and desire for greater knowledge of their primary job. Although safety, work satisfaction, APRs, and promotion are involved in the primary job, 20% of ARRS maintenance personnel (table I, item 23) have not had an opportunity to attend a formal technical school on the system to which they are assigned.

TABLE VII

*Effect of job on self and family*

Question	Yes	No (percent)	Undecided
34. Family problems created by maintenance duties	17	83	N/A
40. Air Force as a career	42	31	27
41. Wife desires Air Force career for husband	35	44	21

TABLE VIII

*Changes to improve morale*

Item	Question 43	Percent
F	Promotions	21
D	Proficiency pay	17
G	Credit to worker	11
R	Position on promotion list	9
C	Manning to 100%	7
I	Communication	7
N	Status of NCOs	7
A	APRs more realistic	4

TABLE IX

*Job-satisfaction rating scale*

Rating	Percent
Dislike; want a transfer	20
Not a good assignment	14
Average assignment	28
Generally pleased	27
Thoroughly pleased	11

TABLE X

*Job-satisfaction rating scale*

Rating	Percent
Low	26
Medium	39
High	35

Table III shows the hours per week present for duty. The modal number was 43 hours per week. The mean was 46.8 hours per week. In the previous studies (1, 2) duty hours were significantly negatively correlated with job satisfaction. In the previous study (1) of maintenance personnel the mean duty week was 45.4 hours.

#### Job-feeling factors

Of the four job-feeling factors tabulated in table IV, only the quality of supervision (item 38) has been found significantly correlated with job satisfaction (2). It should be noted, furthermore, that supervision is the strongest and most consistently positive factor in job satisfaction (2). It is encouraging to observe that 71% of these survey respondents were distinctly satisfied with the quality of supervision they received on the job.

#### Off-the-job factors

Thirteen questionnaire items are tabulated in tables V and VI as off-the-job factors having some impact on overall job satisfaction. Of these thirteen, only four items (table V, items 11 and 16; table VI, items 17 and 26) have been found to be significantly correlated with job satisfaction (2). The quality of quarters, reasonable cost of living, and adequate sleep are significant positive contributors to job satisfaction. Additional jobs ("moonlighting") is a significant negative contributor to job satisfaction.

In this survey 6 ARRS maintenance personnel only 14% were not satisfied with their quarters, 54% felt the cost of living was much

too high, 75% stated they got enough sleep, and 85% held additional jobs. The responses regarding cost of living and holding additional jobs are consistent with one another and with the response to adequacy of pay (table VI, item 25) although pay per se has not been found to be significantly correlated with job satisfaction (2).

Off-the-job factors such as base transportation, mess halls, and quality of food are frequently mentioned, in common experience, as objects of dissatisfaction; however, as pointed out by Cantrell et al. (2) and Hartman (3), these factors are apparently short-term, socially acceptable dissatisfiers and do not strongly influence the individual in his overall assessment of job satisfaction or career planning. For the supervisor or manager, these off-the-job factors have utility in that they serve as problem areas for visible attempts at corrective action which may foster feelings of supervisory support among workers. However, the manager should realize that these efforts will not have long-term effects and will not of themselves significantly influence such payoffs as reenlistment.

#### **Effect of job on self and family**

The wife's feelings about an Air Force career (table VII, item 41) was previously shown to be significantly positively associated with job satisfaction (2). This survey indicates that 65% of the ARRS maintenance personnel believe their wives are undecided or are opposed to an Air Force career. It was not possible in this survey to canvass the wives for their own opinions about an Air Force career for their husbands or about their perception of the effect of the job on the family unit. However, so high a proportion of dissatisfaction and doubt expressed by husbands suggests that the recommendations of Cantrell et al. (2) regarding management attention to wives deserve consideration.

#### **Changes to improve morale**

Question 43 of the questionnaire suggests 18 changes of which the respondent is to indicate 2 choices which would most improve morale. This list is felt to be inclusive of major areas of concern to maintenance personnel since only six respondents made write-in suggestions for changes to improve morale.

Table VIII lists the eight areas of major concern as indicated by the responses. Items F, D, G, R, and C were among the top eight areas of concern previously indicated by maintenance personnel (1). Items F, R, and A are concerned with promotion and together comprise 34% of the responses. The second ranking item (item D, question 43) concerning proficiency pay would appear to reflect concern about inequities of recognition rather than pay alone since pay, as noted above, has not of itself been significantly correlated with job satisfaction.

#### **Job-satisfaction rating scale**

In the final survey question, the maintenance personnel were asked to assess their overall job satisfaction. As shown in table X, 74% were medium to high in overall job satisfaction. Job satisfaction of ARRS maintenance personnel appears to be higher than in the previous study group (1) where only 48% indicated medium to high job satisfaction.

It is possible that the higher level of job satisfaction in ARRS maintenance personnel reflects the generally smaller units characteristic of ARRS as compared to airlift units. The smaller units predispose to closer contact with supervisors and with aircrews, so that maintenance personnel can see and appreciate the end results of their efforts in the accomplishment of their unit's mission. This kind of motivational feedback can contribute significantly to unit morale.

## REFERENCES

1. Cantrell, G. K., L. S. Sims, Jr., and B. O. Hartman. Factors in job-satisfaction. SAM-TR-66-46, May 1966.
2. Cantrell, G. K., B. O. Hartman, and L. S. Sims, Jr. The effect of selected variables on job-satisfaction and intent to re-enlist. SAM-TR-67-12, Feb. 1967.
3. Hartman, B. O. Motivation and job performance factors in systems development and operation. In DeGreen, K. B. (ed.). Systems psychology, ch. 15. New York: McGraw-Hill, 1970.

## APPENDIX

### MAINTENANCE MANAGEMENT SURVEY

The response codes are indicated at the appropriate places on the survey form by use of the following symbols:

Positive/favorable .....	F
Neutral .....	N
Negative/unfavorable .....	U
Not applicable .....	O

# **MAINTENANCE MANAGEMENT SURVEY**

COMAC has directed the formation of a committee to study the problems faced by the aircraft maintenance personnel. The result of this study will be analyzed and ways of solving any problems will be forwarded to the Commander, MAC. This survey is one part of the committee's approach to the problems. You are asked to complete this survey as honestly and as completely as you can -- your name will not be connected to the survey you complete. Your answers will be compared to those of other maintenance personnel and any problems found will be presented to the committee for consideration and possible action. To the extent that all personnel taking this survey are honest and complete, the problems and solutions forwarded by the committee to the Commander, MAC, will be real problems faced by the maintenance personnel. So, for your own sake as well as for the sake of all maintenance personnel, be as complete and honest as you can in answering the questions in this survey.

1. SQUADRON	2. PRIMARY AFSC	3. DUTY AFSC
4. RANK	5. AGE	6. TIME IN CURRENT GRADE
7. TOTAL TIME ON PRESENT TYPES AND MODELS OF AIRCRAFT YOU ARE REQUIRED TO WORK ON		
8. MARRIED?	9. TOTAL NUMBER OF DEPENDENTS NOT COUNTING YOURSELF	
10. DO ANY OF YOUR DEPENDENTS REQUIRE SPECIAL CARE? IF SO, WHO ARE THEY AND WHAT IS THE SPECIAL CARE THEY REQUIRE		
11. HOW ARE YOUR BASE QUARTERS OR YOUR CIVILIAN HOUSING? <input type="radio"/> A. TERRIBLE <input type="radio"/> B. PRETTY BAD <input type="radio"/> C. BELOW AVERAGE <input type="radio"/> D. AVERAGE <input type="radio"/> E. ABOVE AVERAGE <input type="radio"/> F. VERY GOOD <input type="radio"/> G. EXCELLENT		
12. WHAT TYPE OF MESS-HALL ARE YOUR MEALS SERVED IN? <input type="radio"/> A. I NEVER EAT IN THE MESS-HALL <input type="radio"/> B. VERY DIRTY AND DISAGREEABLE <input type="radio"/> C. CLEAN BUT IN POOR REPAIR <input type="radio"/> D. ABOUT AVERAGE <input type="radio"/> E. CLEAN AND NEAT <input type="radio"/> F. ONE OF THE VERY BEST		
13. WHAT TYPE OF FOOD DOES THE MESS-HALL SERVE? <input type="radio"/> A. I NEVER EAT THERE <input type="radio"/> B. TERRIBLE <input type="radio"/> C. PRETTY BAD <input type="radio"/> D. BELOW AVERAGE <input type="radio"/> E. AVERAGE <input type="radio"/> F. ABOVE AVERAGE <input type="radio"/> G. VERY GOOD <input type="radio"/> H. EXCELLENT		

SAM HQ FORM 0-115 ONE-TIME EXP SEP 70.

14. WHICH ONE OF THE FOLLOWING STATEMENTS IS MOST NEARLY CORRECT WHEN APPLIED TO AUTHORIZED TIME - OFF FOR MEALS?

- ☒ A. I BRING MY OWN FOOD AND EAT IT WHEN IT IS CONVENIENT.  
☐ B. I TRY TO EAT IN THE MESS-HALL, BUT MY WORK-HOURS ARE USUALLY SO MESSED UP THAT MOST OF THE TIME I HAVE TO GRAB SOMETHING FROM THE SNACK-BAR.  
☐ C. I GET THE TIME OFF, BUT BASE TRANSPORTATION IS SO TERRIBLE THAT I AM AFRAID TO TRY TO EAT IN THE MESS HALL FOR FEAR THAT I WILL BE LATE IN GETTING BACK TO WORK.  
☐ D. I SELDOM GET THE FULL TIME OFF BECAUSE THERE ALWAYS SEEMS TO BE SOME CRASH PROJECT THAT HAS TO BE FINISHED AS SOON AS POSSIBLE.  
☒ E. I HAVE A SCHEDULED TIME OFF THAT I USUALLY GET AND CAN EAT WHEREVER I WANT TO.  
☐ F. OTHER (Explain) \_\_\_\_\_

15. HOW ARE THE ON-BASE TRANSPORTATION FACILITIES?

- ☐ A. I NEVER TRY TO USE THEM.  
☐ B. THERE AREN'T ANY THAT I KNOW OF.  
☐ C. VERY POOR AND UNPREDICTABLE.  
☒ D. AVERAGE.  
☐ E. VERY GOOD AND ALWAYS PREDICTABLE.

16. HOW IS THE COST-OF-LIVING IN THE AREA IN WHICH YOU ARE STATIONED?

- ☒ A. MUCH TOO HIGH.  
☒ B. ABOUT AVERAGE.  
☐ C. VERY REASONABLE.

17. ARE YOU ABLE TO GET ENOUGH SLEEP DURING THE AVERAGE 24-HOUR DAY?

- ☐ A. YES-I GET PLENTY OF SLEEP AND REST.  
☐ B. NO-IT IS USUALLY TOO HOT OR TOO COLD.  
☐ C. NO-IT IS USUALLY TOO NOISY.  
☐ D. NO-SOME OTHER REASON (Explain) \_\_\_\_\_

18. ON THE AVERAGE, APPROXIMATELY HOW MANY HOURS A WEEK ARE YOU EXPECTED OR REQUIRED TO BE PHYSICALLY PRESENT FOR DUTY (Including Overtime)

- |                                          |                                               |
|------------------------------------------|-----------------------------------------------|
| <input type="checkbox"/> A. 21-25 HOURS. | <input type="checkbox"/> J. 66-70 HOURS.      |
| <input type="checkbox"/> B. 26-30 HOURS. | <input type="checkbox"/> K. 71 HOURS OR MORE. |
| <input type="checkbox"/> C. 31-35 HOURS. |                                               |
| <input type="checkbox"/> D. 36-40 HOURS. |                                               |
| <input type="checkbox"/> E. 41-45 HOURS. |                                               |
| <input type="checkbox"/> F. 46-50 HOURS. |                                               |
| <input type="checkbox"/> G. 51-55 HOURS. |                                               |
| <input type="checkbox"/> H. 56-60 HOURS. |                                               |
| <input type="checkbox"/> I. 61-65 HOURS. |                                               |

19. OF THE HOURS INDICATED IN QUESTION 18, APPROXIMATELY HOW MANY HOURS A WEEK, ON THE AVERAGE, DO YOU ACTUALLY SPEND WORKING ON THE SYSTEM OR PLANE GETTING IT READY FOR A MISSION. INCLUDE ONLY THE TIME THAT YOU ARE ACTUALLY REPAIRING, ADJUSTING, CHANGING, CLEANING, OR CHECKING THE SYSTEM OR PARTS INVOLVED. DO NOT INCLUDE TIME SPENT IN WAITING ON PARTS, WAITING FOR TRANSPORTATION, RUNNING BACK AND FORTH FOR TOOLS, PARTS, ETC. DO NOT INCLUDE TIME SPENT IN WAITING FOR SOMEONE TO ASSIGN YOU TO DUTY OR TELL YOU WHAT TO DO OR WHERE TO DO IT. DO NOT INCLUDE TIME SPENT IN OBTAINING PARTS, FILLING OUT FORMS OR REQUESTS, PUNCHING CLOCKS. INCLUDE ONLY THE TIME THAT YOU ARE ACTUALLY PERFORMING ON THE SYSTEM OR PART.

- ☐ A. 0-10 HOURS.  
☐ B. 11-15 HOURS.  
☐ C. 16-20 HOURS.  
☐ D. 21-25 HOURS.  
☐ E. 26-30 HOURS.  
☐ F. 31-35 HOURS.  
☐ G. 36-40 HOURS.  
☐ H. 41-45 HOURS.  
☐ I. 46-50 HOURS.  
☐ J. 51 HOURS OR MORE.

20. ON THE AVERAGE, HOW MANY OF THE HOURS INDICATED IN QUESTION 18 DO YOU SPEND WAITING TO PERFORM MAINTENANCE ON A PLANE OR SYSTEM, YOU ARE READY AND AVAILABLE TO DO THE WORK BUT PARTS, TRANSPORTATION, LACK OF ORDERS, ETC., ARE HOLDING UP THE WORK.

- ☐ A. 0-5 HOURS
- ☐ B. 6-10 HOURS
- ☐ C. 11-15 HOURS
- ☐ D. 16-20 HOURS
- ☐ E. 21-25 HOURS
- ☐ F. 26-30 HOURS
- ☐ G. 31-35 HOURS
- ☐ H. 36-40 HOURS
- ☐ I. 41 HOURS OR MORE

21. YOU INDICATED WHAT THE AVERAGE NUMBER OF HOURS YOU WORKED PER WEEK WERE IN QUESTION 18. IN PARTS "A" AND "B" OF THIS QUESTION, NOW BREAK THE TOTAL NUMBER OF HOURS YOU INDICATED IN QUESTION 18 INTO TWO PARTS, THOSE YOU WORK DURING THE DAYLIGHT HOURS AND THOSE YOU WORK DURING THE NIGHTTIME HOURS. (FOR EXAMPLE, Suppose you marked the "H" box of question 18 indicating that you average 61-65 hours per week. You are on a sort of split shift and work 40 hours during the day and 21 hours during the night. In space "a" below you would write in "40" and in space "b" "21". However, you are to write in what you actually do work).

\_\_\_\_\_ A. DAYTIME HOURS (7am to 7pm)

\_\_\_\_\_ B. NIGHTTIME HOURS (7pm to 7am)

22. HOW WELL DO YOU KNOW THE PLANES AND SYSTEMS YOU ARE REQUIRED TO WORK ON?

- ☐ A. I DON'T KNOW THEM VERY WELL
- ☐ B. I KNOW SOME BUT NEED TO KNOW A LOT MORE
- ☐ C. ABOUT AVERAGE, I GUESS
- ☐ D. I KNOW THEM FAIRLY WELL
- ☐ E. I KNOW THEM ALMOST PERFECTLY

23. HAVE YOU GRADUATED FROM A TECHNICAL TRAINING SCHOOL ON THE SYSTEMS AND PLANES YOU ARE REQUIRED TO WORK ON?

- ☐ A. NO, AND I REALLY NEED TO GO TO ONE
- ☐ B. NO, BUT I DON'T REALLY NEED TO
- ☐ C. YES, BUT WHAT I LEARNED THERE IS OF VERY LITTLE HELP TO ME
- ☐ D. YES, AND WHAT I LEARNED IN SCHOOL HELPS A LOT
- ☐ E. YES, AND IT WAS A VERY GOOD SCHOOL. I HAVEN'T RUN INTO VERY MANY PROBLEMS THAT WEREN'T COVERED IN THE SCHOOL

24. HAVE YOU ATTENDED A MOBILE TRAINING DETACHMENT COURSE ON THE SYSTEM OR PLANES THAT YOU WORK ON?

- ☐ A. NO, AND I SURE NEED TO
- ☐ B. NO, BUT I DON'T NEED TO
- ☐ C. YES, BUT IT WAS A WASTE OF TIME
- ☐ D. YES, AND IT CERTAINLY HAS HELPED ME A LOT

25. DOES YOUR MILITARY PAY COVER YOUR LIVING EXPENSES ADEQUATELY?

- ☐ A. YES
- ☐ B. NO

26. DO YOU EARN MONEY IN ADDITION TO YOUR MILITARY PAY?

- ☐ A. YES
- ☐ B. NO

27. HOW MANY HOURS PER WEEK, ON THE AVERAGE, DO YOU WORK ON AN OFF-DUTY JOB?

28. HAVE YOU EVER WANTED TO TAKE OFF-DUTY EDUCATION COURSES?

- ☐ A. NO
- ☐ B. YES, AND I HAVE TAKEN ONE OR MORE
- ☐ C. YES, BUT I HAVE NOT BEEN ABLE TO

29. IF YOU HAVE WANTED TO TAKE OFF-DUTY EDUCATION COURSES, BUT HAVEN'T BEEN ABLE TO, WHY HAVEN'T YOU? (Check one or more answers)

☐ A. NONE HAVE BEEN AVAILABLE.

☐ B. I ALWAYS SEEM TO WORK SHIFTS THAT CONFLICT WITH THE COURSES I NEED.

☐ C. EITHER MY SUPERVISOR OR ONE OF HIS SUPERIORS WOULD NOT GIVE HIS PERMISSION.

☐ D. I HAVE TO HAVE AN OFF-DUTY JOB AND IT TAKES TOO MUCH OF MY "FREE" TIME FOR ME TO BE ABLE TO TAKE ANY COURSES.

☐ E. THE BASE EDUCATION OFFICE WON'T AUTHORIZE ME TO.

☐ F. IT WOULD TAKE TOO MUCH TIME AWAY FROM MY FAMILY.

☐ G. I DON'T HAVE ENOUGH YEARS OF SCHOOL TO GET INTO ANY OF THE COURSES.

☐ H. I COULDN'T PASS ANY OF THE COURSES.

☐ I. SOME OTHER REASON (Explain) \_\_\_\_\_

30. APPROXIMATELY HOW MANY DAYS WERE SPENT ON TDY DURING THE PAST YEAR?

31. WHAT ARE THE LIVING CONDITIONS YOU ARE FACED WITH WHILE ON TDY?

☒ A. I HAVEN'T BEEN ON TDY DURING THE PAST YEAR.

☐ B. TERRIBLE

☐ C. AVERAGE.

☐ D. GOOD.

☐ E. IT DEPENDS ON WHERE I GO

32. WHAT ARE THE WORKING CONDITIONS ON TDY?

☒ A. I HAVEN'T BEEN ON TDY DURING THE PAST YEAR

☐ B. TERRIBLE

☐ C. AVERAGE

☐ D. GOOD

☐ E. DEPENDS ON WHERE I GO

33. DO YOU BREAK EVEN FINANCIALLY WHEN YOU GO TDY?

☒ A. I HAVEN'T BEEN TDY THE PAST YEAR.

☐ B. IT ALWAYS COSTS MUCH MORE THAN I CAN AFFORD

☐ C. I ALMOST BREAK EVEN.

☐ D. I MAKE A LITTLE USUALLY.

34. DO YOUR MAINTENANCE DUTIES CREATE ANY PROBLEMS WITH YOUR FAMILY?

☐ A. NO

☐ B. YES. EXPLAIN \_\_\_\_\_

35. ARE YOU NOW ON OJT?

☐ A. YES

☐ B. NO

IF "YES" FOR WHAT SKILL LEVEL?

36. WERE YOU CROSS-TRAINED INTO YOUR PRESENT DAFC?

☐ A. YES

☐ B. NO

IF "YES" FROM WHAT AFSC?

37. ARE YOU NOW BEING CROSS-TRAINED FROM ANOTHER AFSC?

☐ A. YES

☐ B. NO

IF "YES" FROM WHAT AFSC?

38. WHAT KIND OF JOB-SUPERVISION DO YOU USUALLY RECEIVE?

☐ A. PRACTICALLY NONE

☐ B. SOME ONCE IN A WHILE

☐ C. ABOUT HALF THE TIME MY SUPERVISOR CHECKS OR HELPS ME

☐ D. I GET FAIRLY GOOD SUPERVISION

☒ E. THE BEST I COULD POSSIBLY GET

39. HOW DO YOU FEEL ABOUT OJT YOU ARE GETTING?

- ☐ A. I AM NOT ON OJT.  
☐ B. IT IS WORTHLESS  
☐ C. IT IS NOT TOO GOOD.  
☐ D. ABOUT AVERAGE I GUESS  
☐ E. FAIRLY USEFUL  
☐ F. I AM REALLY GETTING THE BEST

40. DO YOU INTEND TO MAKE THE AF A CAREER?

- ☐ A. YES  
☐ B. NO  
☐ C. UNDECIDED

IF "YES" WHAT IS YOUR CAREER OBJECTIVE? \_\_\_\_\_

IF "NO" WHY NOT? \_\_\_\_\_

41. DOES YOUR WIFE WANT YOU TO STAY IN THE AF?

- ☐ A. YES  
☐ B. NO  
☐ C. UNDECIDED

42. WHAT DO YOU THINK SHOULD BE DONE ABOUT APR'S?

- ☐ A. ELIMINATE THEM COMPLETELY.  
☐ B. HAVE ONLY TWO BOXES FOR EACH CHARACTERISTIC RATED (*Satisfactory or Unsatisfactory*).  
☐ C. LEAVE THEM AS THEY ARE BUT DO NOT CONSIDER THEM FOR PROMOTION PURPOSES.  
☐ D. THEY ARE VERY GOOD JUST AS THEY ARE NOW.

43. WHAT CHANGES DO YOU FEEL WOULD MOST IMPROVE MORALE (Check TWO).

- A. MAKE THE APR'S MORE REALISTIC  
B. ELIMINATE SPLIT-SHIFTS  
C. GET THE MANNING STRENGTH UP TO 100%.  
D. EITHER SPREAD PROFICIENCY PAY ACROSS ALL AFSC'S OR ELIMINATE IT.  
E. REMOVE MINOR DISMEANORS FROM THE DEROGATORY FILE AFTER FOUR MO. IS  
F. MAKE PROMOTIONS MORE PREDICTABLE AND REALISTIC.  
G. SET UP A SYSTEM WHERE THE MAN WHO DOES THE WORK GETS THE CREDIT  
H. ELIMINATE FAVORITISM IN WORK-ASSIGNMENT AND TIME OFF.  
I. KEEP EVERYONE INFORMED ON WHAT IS GOING ON.  
J. ADJUST THE LENGTH OF THE WORK-SHIFTS TO CONFORM TO THE WEATHER (That is, shorten them in very hot or very cold weather).  
K. KEEP A CLOSER CHECK ON THE WAY SUPERVISORS MANAGE THEIR UNITS  
L. IMPROVE OJT  
M. IMPROVE THE SUPPLY SYSTEM  
N. IMPROVE THE STATUS OF THE NCO'S  
O. SET UP A REALISTIC CHANNEL FOR LEGITIMATE GRIPEs  
P. ELIMINATE SOME OF THE UNFAIR ADVANTAGES THE AIRMEN WHO ARE CREWMEMBERS HAVE  
Q. GO BACK TO THE CREW-CHIEF SYSTEM  
R. INFORM EVERY MAN WHERE HE STANDS ON THE PROMOTION LIST

4. FOLLOWING IS A JOB-SATISFACTION RATING SCALE. YOU ARE REQUESTED TO INDICATE YOUR SATISFACTION WITH YOUR PRESENT JOB BY PLACING AN "X" IN THE BOX IN FRONT OF THE STATEMENT THAT BEST DESCRIBES YOUR PRESENT FEELINGS ABOUT YOUR PRESENT JOB. STATEMENT "A" REPRESENTS A COMPLETE DISLIKE FOR THE JOB WHILE STATEMENT "O" REPRESENTS A COMPLETE SATISFACTION WITH IT. THE OTHER STATEMENTS FALL IN BETWEEN THESE TWO EXTREMES. FIND THE STATEMENT THAT MOST NEARLY DESCRIBES YOUR FEELINGS ABOUT YOUR JOB AND PLACE THE "X" IN THE BOX IN FRONT OF THAT STATEMENT. MARK AN "X" IN ONLY ONE OF THE BOXES.

- ☐ A. THIS IS THE SINGLE WORST ASSIGNMENT THAT I HAVE EVER HAD
- ☐ B. ONE OF TWO OR THREE TERRIBLE ASSIGNMENTS - ALL EQUALLY BAD
- ☐ C. A TERRIBLE ASSIGNMENT, BUT NOT THE WORST BY ANY MEANS
- ☐ D. A VERY BAD ASSIGNMENT
- ☐ E. A BAD ASSIGNMENT
- ☐ F. POORER THAN THE AVERAGE ASSIGNMENT
- ☐ G. ALMOST AS GOOD AS THE AVERAGE ASSIGNMENT.
- ☐ H. AN AVERAGE ASSIGNMENT
- ☐ I. JUST A LITTLE BETTER THAN THE AVERAGE ASSIGNMENT
- ☐ J. CLEARLY BETTER THAN AVERAGE
- ☐ K. A GOOD ASSIGNMENT
- ☐ L. A VERY GOOD ASSIGNMENT
- ☐ M. AN EXCELLENT ASSIGNMENT, BUT NOT QUITE SUPERIOR
- ☐ N. ONE OF TWO OR THREE SUPERIOR ASSIGNMENTS I HAVE HAD, ALL EQUALLY SUPERIOR
- ☐ O. THE SINGLE MOST SUPERIOR ASSIGNMENT THAT I HAVE EVER HAD.

REMARKS. PLEASE WRITE IN THE SPACE BELOW ANY SUGGESTIONS OR REMARKS THAT YOU FEEL MIGHT BE OF HELP IN IMPROVING THE MORALE OR EFFICIENCY OF THE MAINTENANCE SYSTEM

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13. ABSTRACT A survey of morale and job satisfaction in aircraft maintenance personnel of the Aerospace Rescue and Recovery Service was conducted as part of a worldwide on-site investigation of accident trends. Analysis of survey forms returned by 459 maintenance personnel yielded the following findings: (a) the major area of concern is promotions; (b) ARRS maintenance personnel express a high degree of satisfaction with their job supervision; (c) overall levels of job satisfaction are higher than in previously studied maintenance units.		

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